



ATTENTION OF

DEPARTMENT OF DEFENSE
UNITED STATES SOUTHERN COMMAND
3511 NW 91ST AVENUE
MIAMI, FL 33172-1217

*SC Regulation 37-7

30 June 2000

Effective Upon Receipt

Financial Administration

FINANCIAL MANAGEMENT

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1. **Purpose.** This regulation prescribes policies, responsibilities, and procedures for the establishment and operation of effective Financial Management within Headquarters, United States Southern Command (USSOUTHCOM). This regulation applies to USSOUTHCOM, and affects all funds provided thereto.

* This regulation supersedes SC Regulation 37-7 dated 1 Nov 92

2. References.

- a. DFAS-IN Manual 37-100-00, the Army Management Structure.
- b. DFAS-IN Regulation 37-1, Finance and Accounting Policy Implementation.
- c. DODD 5100.3, Support of the Headquarters of Unified, Specified, and Subordinate Commands.
- d. AR 11-2, Army Internal Control Program
- e. Directorate of Contracting (DOC) Standard Operating Procedures for International Merchant Purchase Authorization Card (IMPAC)

3. Definitions.

- a. **Appropriation.** A congressional act authorizing the federal government to incur obligations for specific purposes and to make disbursements for them from the U.S. Treasury.
- b. **Appropriation Limitation.** A breakdown of an appropriation for a specific purpose. In some cases, the limit is a subdivision of funds that restricts the amount or use of funds for a certain object or purpose. In other cases, it identifies sub-elements within the account for information and management purposes.
- c. **Authorization Act.** A congressional act that authorizes programs and the maximum amount that can be appropriated for programs.
- d. **Bona Fide Need.** A fact specific determination that an acquisition represents an essential need of the acquiring activity during the period of availability of the funds to be used. Certain exceptions may apply for procurement lead-time, maintenance of stock levels, and service contracts.
- e. **Budgeting.** The portion of Programming Planning Budget Execution System (PPBES) that identifies dollar, manpower, and equipment requirements for short-range requirements (1-3 years out). The Budget Estimate Submission is prepared annually to identify new issues and issues not funded adequately during the programming (IPL, POM) portion of PPBES.

f. **Commitment.** An administrative reservation of funds based upon firm procurement directives, orders, or requests that authorize the creation of obligations without further approval by the official responsible for certifying the availability of funds.

g. **Continuing Resolution Authority (CRA).** An interim appropriation until permanent appropriations is enacted. Authorizes continuation of normal operations at a rate not to exceed the latest congressional action or the previous year's rate. No new starts or expansions to a program are authorized under a CRA.

h. **Military Construction Appropriation.** Provides for acquisition, construction, installation and equipment of temporary or permanent public works, military installations and facilities for all construction in excess of \$500,000.00. Includes planning, acquisition of real estate, minor construction, and other supporting activities. Each project must be individually authorized and funded by Congress. When determining the threshold, all costs including military labor must be included in the project.

i. **Object Class (OC).** An object class is a two-digit code reported to the Office of Management and Budget (OMB) and the Department of the Treasury which specifies the type of resource being employed or consumed (such as military and civilian personnel, travel of personnel, rents, leases, communications, printing, supplies, and equipment). See appendix D for detailed definitions of frequently used object classes.

j. **Obligation.** Any act which legally binds the U.S. Government to make payment. Obligations represent the amount of orders placed, contracts awarded, services received and similar actions resulting in requirements for payment.

k. **Operations and Maintenance (O&M) Appropriation.** Provides for general operation and maintenance of all organizational elements to include civilian employee salaries, travel, services, and supplies and equipment with an end item or system cost of \$100,000.00 or less. Excludes centrally managed items regardless of end item cost.

l. **Phase Plan.** An analytical tool prepared by the Resource Advisor that estimates the dollars to be expended cumulative by month over the fiscal year.

m. **Planning.** The portion of PPBES that identifies dollars, manpower, and equipment requirements for long range requirements. The principal vehicle for USSOUTHCOM requirements is Total Army Analysis (TAA).

n. **Planning Programming Budgeting and Execution System (PPBES).** A system which covers long, medium, and short range planning for dollars, manpower, and equipment and the eventual execution against this plan.

o. **Programming.** The portion of PPBES that identifies dollars, manpower and equipment requirements for medium range requirements (two to seven years out). The principal vehicle is the Integrated Priority List (IPL) and the Service Program Objective Memorandum (POM).

p. **Resource Advisor (RA).** Appointed by the director or chief of special staff. This individual is the principal advisor to the appointing official on all resource matters.

q. **SOUTHCOM Financial Management Information System (SCFMIS).** A computer-based management approach to decision making that provides an effective means to establish priorities and policies that will produce the desired results at an acceptable cost, and obtain the required resources to accomplish the mission. SCFMIS is a number of individual systems used in the management and control of travel, contract services, supplies, etc.

r. **Senior Program Budget Advisory Committee (SPBAC).** Chaired by the Deputy commander in Chief (DCINC) and composed of the Directors and chiefs of Special Staff sections. Reviews budget execution (commitments and obligations), addresses funding issues, prioritizes unresourced requirements, and makes decisions on all resource issues.

s. **Working Program Budget Advisory Committee (WPBAC).** Chaired by the Command Budget Officer and composed of the Resource Advisors. Reviews budget execution, addresses funding issues, prioritizes unresourced requirements, and makes recommendations on all resource issues to the SPBAC.

4. **Policies.**

a. While the USSOUTHCOM Comptroller has overall staff responsibility for the formulation, management, and execution of the Command Operating Budget, resource management in a decentralized system is primarily the responsibility of the Directors and Chiefs of Special Staff sections and their Resource Advisors (RA), hereinafter referred to as Directors.

b. The process for obtaining resources begins with the action officer presenting requirements through the RA to the Director. If approved and resources are available, the requirement is funded. If resources are unavailable, the Unresourced Requirement (URR) is entered in SCFMIS by the RA and presented to the WPBAC. The WPBAC evaluates the URR against existing mission/requirements and makes recommendations on prioritization for funding to the SPBAC. If funding is available and the SPBAC concurs, the requirement will be funded. If funding is unavailable, the Comptroller retains it on the priority list until funding is available or the requirement date has passed.

c. Internal controls must be in place to ensure the effective and efficient use of resources and to prevent fraud, waste and abuse of assets, including temporary duty travel.

d. International Merchant Purchase Authorization Card (IMPAC) is the required method of obtaining most goods and services valued at or less than \$2,500. The IMPAC program uses established commercial credit card practices that make it easy to procure authorized supplies and equipment from authorized local vendors eliminating the need to stock large quantities. Directors should have a trained IMPAC cardholder and Approving/Certifying Officials (ACO). Directorate of Contracting, Headquarters Commandant, provides the forms and training.

e. Directors should give equal attention to other areas where there is a potential for waste and abuse, i.e., civilian overtime and awards.

5. Responsibilities.

a. Senior Program Budget Advisory Committee (SPBAC):

(1) Chaired by the Deputy Commander-In-Chief (DCINC) and composed of Directors.

(2) Convened on a quarterly basis during the months of October, January, April, and July to review and approve:

(a) Operating budgets and financial plans.

(b) Distribution of funding letter reductions.

(c) Controls on special interest programs, e.g., travel civilian pay, and supplies and equipment.

- (d) Execution and reprogramming actions.
- (e) Prioritized listing of unresourced requirements.
- (f) WPBAC recommendations.
- (g) Other functions pertaining to the financial condition of the command as deemed necessary by the Chairman.

b. WPBAC.

- (1) Chaired by the Command Budget Officer.
- (2) Composed of Resource Advisors from each Directorate.
- (3) Convened on a quarterly basis to review, discuss, and make recommendations to the SPBAC on:
 - (a) Budget Estimate Submissions (BES) and phase plans.
 - (b) Distribution of funding reductions.
 - (c) Special Interest Program funding ceilings, i.e., overtime and travel.
 - (d) Program execution and reprogramming actions.
 - (e) Prioritized unresourced requirements.
 - (f) Changes and improvements to the SOUTHCOM Financial Management Information System (SCFMIS).

c. Directors.

- (1) Ensure effective and efficient use of resources.
- (2) Ensure expenditures remain within established funding targets.

(3) In accordance with reference 2.e., appoint IMPAC cardholders and approving officials, as deemed necessary for the efficient operation of the directorate.

(4) In accordance with reference 2.d., establish internal controls to preclude the fraud, waste or abuse of government funds or assets.

(5) Appoint a Resource Advisor (RA) in writing to the WPBAC. Provide a copy of the appointment memo to the SCJ8. Advise SCJ8 30 days in advance of reassignment of RA to other duties.

d. SCJ8-Comptroller.

(1) Schedule and coordinate WPBAC and SPBAC meetings.

(2) Serve as recorder at WPBAC and SPBAC and prepare and distribute approved minutes.

(3) Provide commitment/obligation data and other management information to RAs on a monthly basis.

(4) Provide financial management guidance.

(5) Develop and distribute fiscal year-end closeout plan in June.

(6) Assist RAs with execution.

(7) Provide training to RAs on financial management concepts and duties.

(8) Provide functional oversight for the development of the budget modules within SCFMIS.

e. Resource Advisor (RA).

(1) Appointed by the Director to serve as his/her principal advisor on all resource matters.

(2) Is the directorate point of contact (POC) for resource matters.

6. Procedures.**a. Senior Program Budget Advisory Committee (SPBAC).****(1) Membership of the SPBAC follows:**

<u>ELEMENT</u>	<u>POSITION</u>
DCINC DEPUTY COMMANDER IN CHIEF	CHAIRMAN
SCCC CHIEF OF STAFF	VICE CHAIRMAN
SCCC DEPUTY CHIEF OF STAFF	MEMBER
SCJ1 DIRECTOR OF PERSONNEL	MEMBER
SCJ2 DIRECTOR OF INTELLIGENCE	MEMBER
SCJ3 DIRECTOR OF OPERATIONS	MEMBER
SCJ4 DIRECTOR OF LOGISTICS	MEMBER
SCJ5 DIRECTOR OF STRATEGY, POLICY, AND PLANS	MEMBER
SCJ6 DIRECTOR OF COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER SYSTEMS	MEMBER
SCPA DIRECTOR PUBLIC AFFAIRS	MEMBER
SCSG COMMAND SURGEON	MEMBER
SCSJA STAFF JUDGE ADVOCATE	MEMBER
SCIG INSPECTOR GENERAL	MEMBER
SCEN COMMAND ENGINEER	MEMBER
SCRA RESERVE AFFAIRS	MEMBER
SCWO WASHINGTON FIELD OFFICE	MEMBER
ASA COMMANDER, ARMY SIGNAL ACTIVITY	MEMBER
SCJ8 DIRECTOR OF PROGRAMS AND RESOURCES	RECORDER

(2) The format to be utilized in WPBAC and SPBAC briefings is at Appendix C.**(3) Directors with functional funding and budget execution briefing responsibilities are:**

ACCOUNT

SCJ1

Army Military Schools

SCJ2

SOUTHCOM Intelligence Management System (SIMS)

International Programs Office

Joint Intelligence Center

General Defense Intelligence Program (GDIP)

SCJ3

JCS Exercises

Force Protection

Developing Countries Combined Exercise Program (DCCEP)

Humanitarian and Civic Assistance Program (H&CA)

Commercial Ticket Program

Combating Terrorism-Readiness Initiative Fund (Cbt-RIF)

Exercise-Related Construction (ERC)

SCJ2/SCJ3

Information Operations

SCJ4

Demining

Humanitarian Assistance/Excess Property Disposal

SCJ5

Simulations and Wargaming

Traditional CINC Activities

Caribbean Regional Communications Network (CARCN)

SCJ6

Global Command and Control System (GCCS)

Information Assurance

Theater Network Coordination Center

SCJ6/ASA

Command and Control Initiative Program (C2IP)
SIPR/NIPRNET
Mobile Satellite System

SCJ8

Security Assistance Organizations O&M
CJCS CINC Initiatives Fund
Other CINC Support
SAO Admin Support – T10
SAO T-20
Army Headquarters Management Activity (AMHA)

SCCC-P/SCJ8

LATAM Cooperation

SCSG

Biological Threat

SCRA

Reserve Component Travel
National Guard

SCCC-P

Defense Official Representation Funds (.0012 Limitation)

SCPA

Public Affairs Office

SCJ3/SCJ2/SCJ6/SCJ8

Counterdrug

ASA

Army Signal Activity

SCEN

Infrastructure Studies

(4) Agenda/read ahead packets for the SPBAC will be developed by SCJ8 Comptroller, approved by the DCINC, and distributed to SPBAC members two working (duty) days prior to the meeting.

a. SCJ8 will prepare the SPBAC minutes and forward for DCINC approval within 10 working days. Approved minutes will be distributed to the membership. Minutes will record the highlights of the meeting to include status of special programs, policies, and financial procedures, specific references to any current or anticipated financial problems, and actions taken on all specific decisions of the SPBAC.

b. WPBAC.

(1) Membership of the WPBAC follows:

<u>ELEMENT</u>	<u>POSITION</u>
COMMAND BUDGET OFFICER	CHAIRMAN
DIRECTORATE RESOURCE ADVISORS	MEMBERS

(2) The WPBAC will meet ten duty days prior to each SPBAC or upon the call of the chairman.

(3) Minutes of WPBAC meetings will be prepared and signed by the chairman and distributed to the membership within ten duty days. Minutes will highlight discussion on status of funds, financial policies and procedures, actions referred to the membership or to the SPBAC and recommendations of the WPBAC.

c. Resource Advisors (RA).

(1) Upon appointment by the Director, SCJ8 budget analyst will provide SCFMIS training, familiarization with types of resources to be managed, and the any available financial management tools.

(2) Remain in the "coordination loop" for all fiscal actions chargeable to that organization's program.

(3) Before approving a funding request, the RA must coordinate with Comptroller personnel to ensure the obligation is proper and consistent with fiscal law.

(4) Take advantage of continuing training provided by the Comptroller to assist with particular aspects of financial management and remain current in financial concepts and duties.

d. Resource Impact of Proposed Staff Actions.

(1) All decision briefings and documents, especially those provided to the Command Group, will include a section that specifically addresses the resource impact of the proposed action(s). Information papers, fact sheets, point papers, background papers, or memoranda with resource implications of \$5,000 or more will include a separate resource impact paragraph and the funds should be coordinated with SCJ8.

(2) Actions with significant resource implications will include the amount and type of resources required, timing of actions needed to support recommended course of action and any other information that could affect the resource decision.

(3) If the action is a concept or proposal to commence study on a new program, only a listing of potential resource implications is required.

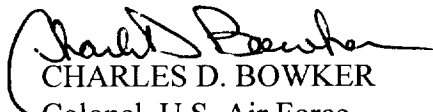
(4) If a Command Group decision on the staff action will directly result in a commitment of resources, the action will be coordinated as follows:

<u>IMPACT ON</u>	<u>COORDINATE WITH</u>
Current or Budget Year Funds	SCJ8
Personnel Requirements	SCJ1
Program Year Funds	SCJ8-PD
Information Management Requirements (ADPE, Telecommunications, Printing and Publication, includes Copiers, Facsimile Machines, etc.)	SCJ6/ASA
Support To Security Assistance Organizations	SCJ5

The proponent agency of this regulation is the US Southern Command. Users are invited to send comments and suggested improvements directly to USSOUTHCOM, ATTN: SCJ8-CM, 3511 NW 91st Ave, Miami, FL 33172-1217.

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D

APPENDIX A
THREE BASIC STATUTORY LIMITATIONS (ALL APPROPRIATIONS)

1. **Purpose:** 31 U.S.C. Section 1301 (a) provides: "Appropriations shall be applied only to the objects for which the appropriations were made except as otherwise provided by law."

Three part test for proper purpose:

a. The expenditure of an appropriation must be for a particular statutory purpose, or necessary and incident to proper execution of the general purpose of the appropriation.

b. Law must not prohibit the expenditure.

c. The expenditure must not be otherwise provided for; it must not fall within the scope of some other appropriation. (Augmentation of appropriations is not permitted. Augmentation is an action that increases the effective amount of funds available in an appropriation. This generally results in expenditures in excess of the amount originally appropriated by Congress.)

2. **Time:** 31 U.S.C. 1552 says "An appropriation is available for obligation for a definite period of time. Agencies must obligate appropriations during this period of availability, or the authority to obligate expires." Specific appropriation lives are as follows:

APPN:	LIFE:
O&M	1 YEAR
MILITARY PAY	1 YEAR
RESEARCH & DEVELOPMENT	2 YEARS
PROCUREMENT	3 YEARS
CONSTRUCTION	5 YEARS
T-10 SECURITY ASSISTANCE ADMIN	1 YEAR
T-20 SECURITY ASSISTANCE	NO YEAR

3. **Amount:** 37 U.S.C. Sections 1341 and 1517 specifies that "An officer or employee of the U. S. Government may not make or authorize an expenditure or obligation exceeding an amount available in an appropriation."

APPENDIX B
MAJOR FUNDING SUBDIVISIONS AND RESPONSIBLE STAFF SECTIONS

<u>ACCOUNT</u>	<u>OPR</u>
Army LATAM Cooperation Funds Funds mementos for end of exercise functions where the SOUTHCOM representative is acting in behalf of the CINC, travel of LATAM VIPs, purchase of mementos for exchanges with foreign dignitaries.	SCJ8
Army Management Headquarters Account (AMHA) Funds the day-to-day operations of the Headquarters including civilian labor, training and PCS moves; staff TDY, rentals, supplies, equipment, training, transportation of things, etc.	SCJ8
CJCS CINC Initiative Fund (CIF) Funds emergent, unforeseen contingency-related requirements in support of CINC activities and functions. Requirements must enhance interoperability, yield high benefits at a low cost and directly support joint warfighting readiness (not indirect administrative support). Funds are available for obligation for one year; follow-on costs must be budgeted in the PPBES cycle.	SCJ8
Command and Control Initiative Program (C2IP) Enables the CINC to make timely improvements to C2 systems based on unforeseen situations. These low-cost solutions are generally time-sensitive and should be implemented immediately as opposed to waiting for integration in the DoD PPBES.	SCJ6
Developing Countries Combined Exercise Program (DCCEP) Funds incremental cost of Host Nation participation in combined exercises.	SCJ3

General Defense Intelligence Program (GDIP)

SCJ2

Funds the Defense Intelligence Agency, intelligence units from each of the Military Departments, and Unified Command units that have theater-wide responsibilities and significant national or departmental intelligence missions whose primary mission is to provide timely, useable military intelligence to national policymakers, warfighters, and the defense acquisition community. GDIP units and activities collect, process, analyze, produce, and disseminate military intelligence for war planning and operations, for equipping and training forces, and to support national policy priorities.

Global Command & Control System

SCJ6

Funds SOUTHCOM participation in GCCS. Funds the integration of critical C2 platforms and maintenance contracts to sustain optimal C2 throughout the command; also funds civilian pay, supplies and equipment, training, and travel.

Humanitarian and Civic Assistance Program (H&CA)

SCJ3

Funds engineer/medical activities which are performed in conjunction with training exercises (well drilling, MEDRETES, DENTRETES, VETRETES, building of rudimentary schools, road and bridge repair, etc.)

Infrastructure Studies

SCEN

Funds the development of country annexes to the LATAM construction manuals, through airfield and port evaluations, site investigations and master planning surveys. Studies are source documents for operational and contingency planning requirements. Surveys are accomplished by USACOE, USAF Engineer Center, or US Army Reserve Forces.

JCS Exercises

SCJ3

Funds participation of the SOUTHCOM staff and MILGP personnel in JCS exercises, to include planning, execution, and critique phases of the exercise.

Office of Secretary of Defense Contingency Representation Funds

SCCC-P

Funds CINC's U.S. representation activities.

Public Affairs	SCPA
Funds the Public Affairs activities of SCPA including civilian pay and wire service contracts.	
Security Assistance O&M	SCJ8
Funds the operational requirements of personnel assigned to non-security assistance billets at Security Assistance Offices. Funds U.S. and FSN labor, TDY, operating supplies, and miscellaneous services.	
Security Assistance Administration T-10	SCJ8
Funds civilian pay, training, and travel for those personnel occupying SA billets on the SOUTHCOM staff. Also funds annual SA conferences held by SCJ5 and SCJ8 and IG travel related to the inspection of SA activities.	
Security Assistance (SA) T-20	SCJ8
Funds the day-to-day requirements of personnel assigned to Security Assistance billets in SAOs, including civilian pay (both Foreign and US Service Nationals), environmental leave, leased housing, dependent education, SA vehicle and equipment purchases, flying hour program, TDY, supplies purchases, and contracted services.	
Simulations and Wargaming Program	SCJ5
Funds USSOUTHCOM wargaming capability, to include civilian work years, TDY, supplies, and contractual support.	
SOUTHCOM Intelligence Management System (SIMS)	SCJ2
Funds operations and maintenance of SOUTHCOM's Sensitive Compartment Information (SCI) network. Includes engineering, software and application administration, systems integration planning and management, configuration management, training, user accounts and database management, and help desk operations. Provides for the receipt, storage, processing, analysis, production, and dissemination of all-source intelligence in support of the CINC, SOUTHCOM staff, National Command Authority, Service and Sub-Unified Component commanders, and Joint Task Force commanders.	

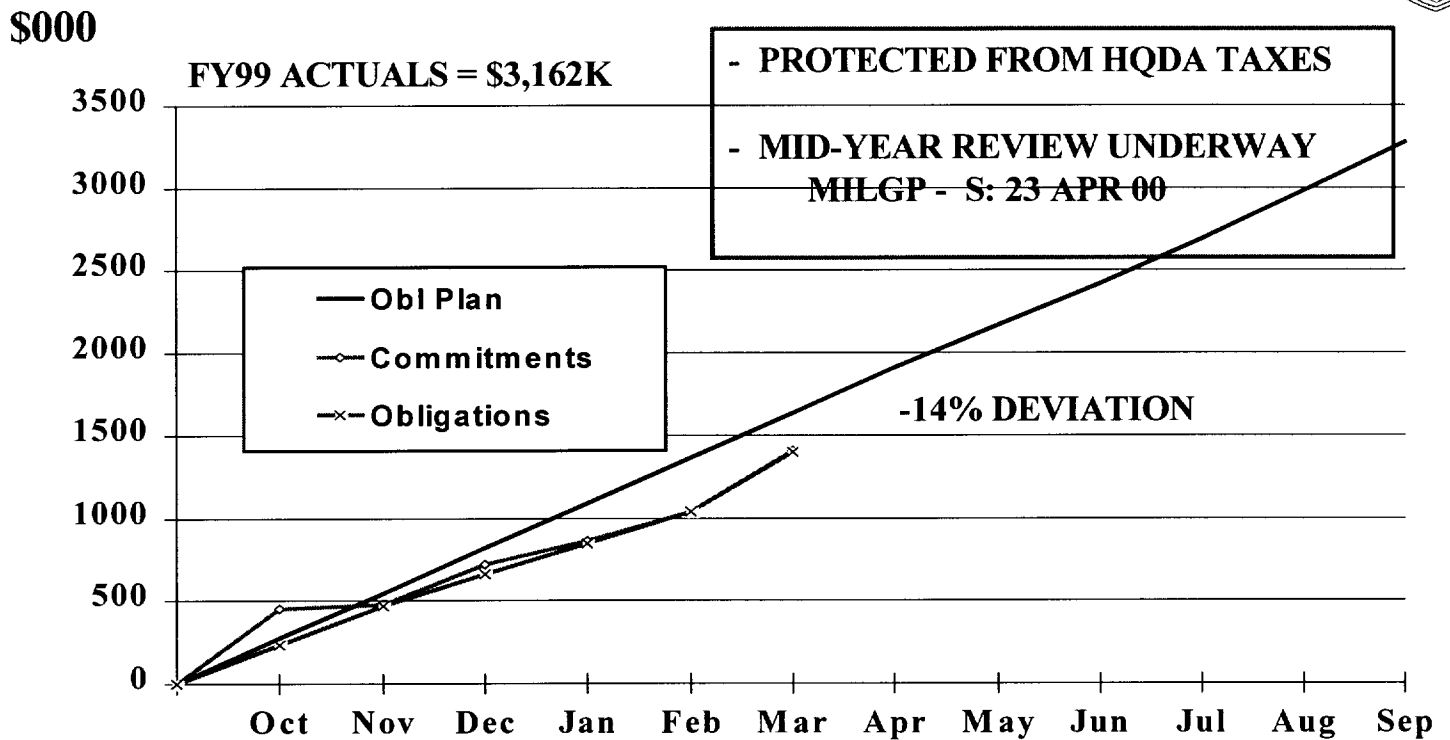
Traditional CINC Activities (TCA)

SCJ5

Funds critical support of most facets of military-to-military engagement. TCA is the principal means by which SOUTHCOM shapes the international security environment. All TCA concepts support the SOUTHCOM Theater Engagement Plan. Concepts must be prioritized by the requesting commander or organization to reflect accomplishment of objectives stated in the strategic concept of the TEP. Concepts are prioritized by a Regional Working Group into 3 categories—main effort, supporting effort, and economy of force.

APPENDIX C
SAMPLE SPBAC BRIEFING CHART

**FY00 Budget Execution
SAO OMA Support**



AFP: \$3,272K MAR PLAN: \$1,636K 43% Committed 43% Obligated

UNCLASSIFIED

OPR:SCJ8

USSOUTHCOM SCJ8

12 Apr 2000

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APPENDIX D OBJECT CLASS CATEGORIES

CIVILIAN PAY (OC 11). Includes all compensation and benefits paid to all USSOUTHCOM civilian employees regardless of type of appointment. This includes overtime, shift differentials, post differentials, danger pay, cost of living allowance, and cash awards; includes all types of leave payments, (e.g., annual, sick, terminal, etc); all allowances, (e.g., housing, uniforms); and all U.S. Government (USG) contributions to health, retirement and life insurance programs. Also includes suggestion and other cash awards paid to military personnel.

TRAVEL (OC 21). Includes all TDY costs (transportation, per diem, rental cars, taxi fares, and other miscellaneous expenses) of USSOUTHCOM funded personnel traveling on DD Forms 1610, Invitational Travel Orders, and travel costs incurred in civilian permanent change of station (PCS) moves. Includes leased busses and student dependent travel for civilian employees. Does not include PCS costs, emergency leave, permissive TDY or travel for dependent students of military personnel.

SERVICES (OC25). Includes all types of purchased services from commercial activities, other DOD activities or other U.S. Government (USG) agencies. Specifically:

TRANSPORTATION OF THINGS. Not used extensively within USSOUTHCOM since USARSO, Executive Agent, is responsible for freight movement. Includes transportation of civilian household goods (HHG), freight and express charges. Does not include transportation paid by vendors, which is part of the total cost for the supply or equipment.

RENTALS AND LEASES. Equipment rentals, e.g., copiers, government leased housing, leased office space, etc.

PRINTING. Printing costs when procured from other than government agency. Army Signal Agency provides normal printing services. ASA will charge the user for special print jobs related to such things such as JCS Exercises, TCA events, etc.

COMMUNICATIONS. ASA funds cellular phone and long distance telephone calls, and commercial facsimile transmissions.

OTHER CONTRACTUAL SERVICES. Includes the on-site contractual support, software and systems engineering support provided by other DOD or U.S. Government (USG) activities, mapping support, contract consultants, tuition payments, official hosting and entertainment expenses, and contract for the Dialogo magazine.

SUPPLIES AND EQUIPMENT (OC 26 and 31). Day-to-day operating supplies purchased from commercial vendors with IMPAC or DA Form 3953. Includes periodicals and pre-printed publications and decorations. Excludes ammunition, weapons, CTA clothing, and equipment centrally managed by the Services. Excludes furniture, installed equipment and carpeting that are considered base operations support costs. Excludes computers and other information technology that are funded by the Army Signal Activity.

APPENDIX E
NOTIONAL USSOUTHCOM FISCAL YEAR FINANCIAL CLOSEOUT PLAN

TASK	DUE DATE	PROPONENT
A-01 Request update of phase plans in SCFMIS	20 JUL	SCJ8
A-02 Notify Directors to submit DA Form 3953s for recurring contracts for next FY	22 JUL	SCJ8
A-03 Notify Directors to update SCFMIS unresourced requirements (URR) for year-end funding	22 JUL	SCJ8
A-04 Complete new FY data in SCFMIS	29 JUL	Directors
A-05 Submit DA 3953s for contract renewals	30 JUL	Directors
A-06 Last day for URRs in SCFMIS	31 JUL	Directors
A-07 Assist SCJ8 in obtaining required obligation documents from source	01 AUG - 30 SEP	Directors
A-08 WPBAC meets to validate phasing plans/prioritize year end funding requirements.	07 AUG	WPBAC
A-09 Begin final FY unliquidated obligation review	12 AUG	SCJ8
A-10 Provide new FY Accounting Master File updates to DFAS-Orlando	19 AUG	SCJ8
A-11 Reconcile contracts with DOC to ensure obligations are posted	21 AUG	SCJ8

A-12	Forward weekly fund status update to DCOS/DCINC	21 AUG	SCJ8
A-13	Review/adjust reimbursable orders	31 AUG	SCJ8
A-14	Provide new FY Blanket Travel Orders (BTO) to SCJ8	01 SEP	Directors
A-15	Reconcile CINC representation funds, determine September requirements and develop plan to spend/return balance	04 SEP	SCCC-P/ SCJ8
A-16	Schedule official beverage/memento inventories for last week of Sep	04 SEP	SCJ8/ SCCC-P
A-17	Begin hand carry walk through procedures for contractual/supply orders	04 SEP	Directors HQ CMDT
A-18	Ensure O&M obligations for TATS/SAOs through 31 August are provided to SCJ8	07 SEP	SCJ2
A-19	Advise Command Group/SPBAC of potential for year end fallout and be prepared to spend. Approve 1st quarter ceilings for HQ Mgmt	11 SEP	SCJ8
A-20	Submit DA3953s for IMPAC ceilings for new FY	11 SEP	Directors
A-21	Begin daily hand carry for contractual/supply orders.	11 SEP	Directors/ HQ CMDT
A-22	Begin daily transmittal of travel orders to SCJ8	14 SEP	SCJ1

A-23	Provide ceilings for overtime, travel, ADPE, and supplies	15 SEP	SCJ8
A-24	Provide new FY line of accounting to SCJ1 for travel orders	15 SEP	SCJ8
A-25	Resource Advisors to SCJ8 to reconcile accounts	17 SEP	Directors
A-26	Return excess funding to SCJ8	17 SEP	Directors
A-27	Make final revisions to YE funding plan/identify excess funding	18 SEP	WPBAC/ SPBAC
A-28	Review final mechanized payroll and automated estimate to ensure accuracy	20 SEP	SCJ8
A-29	Begin forwarding as required fund status update reports to COS/DCINC	21 SEP	SCJ8
A-30	Begin daily status of updates to SCJ8 on in-process actions	21 SEP	Directors
A-31	Provide estimated overtime through 30 Sep to SCJ8	22 SEP	Directors
A-32	Reconcile blanket travel orders obligations/determine estimated costs through 30 September	25 SEP	SCJ8
A-33	Close out all reimbursable orders	25 SEP	SCJ8
A-34	Close out SAOs, SCWFO, SCLNO, TATS	25 SEP	SCJ8

A-35	Provide Command Group/Staff with appropriation/CRA update	28 SEP	SCJ8
A-36	Process only emergency/mission essential travel orders	28 SEP	Directors
A-37	Process final ceiling adjustments to DFAS	28 SEP	SCJ8
A-38	Final obligations/adjustments to DFAS	30 SEP	SCJ8
A-39	Actual year-end fund status to Command Group	01 OCT	SCJ8
A-40	Year-end lessons learned to SCJ8	09 OCT	ALL
A-41	Year-end lessons learned to Command Group/Staff	16 OCT	SCJ8